



HOUND + HOPS + RYE

The Dancing Dog

Craft Beers, Local Whiskies, and Small Plates

Submission of interest for

Seattle, Washington 98116

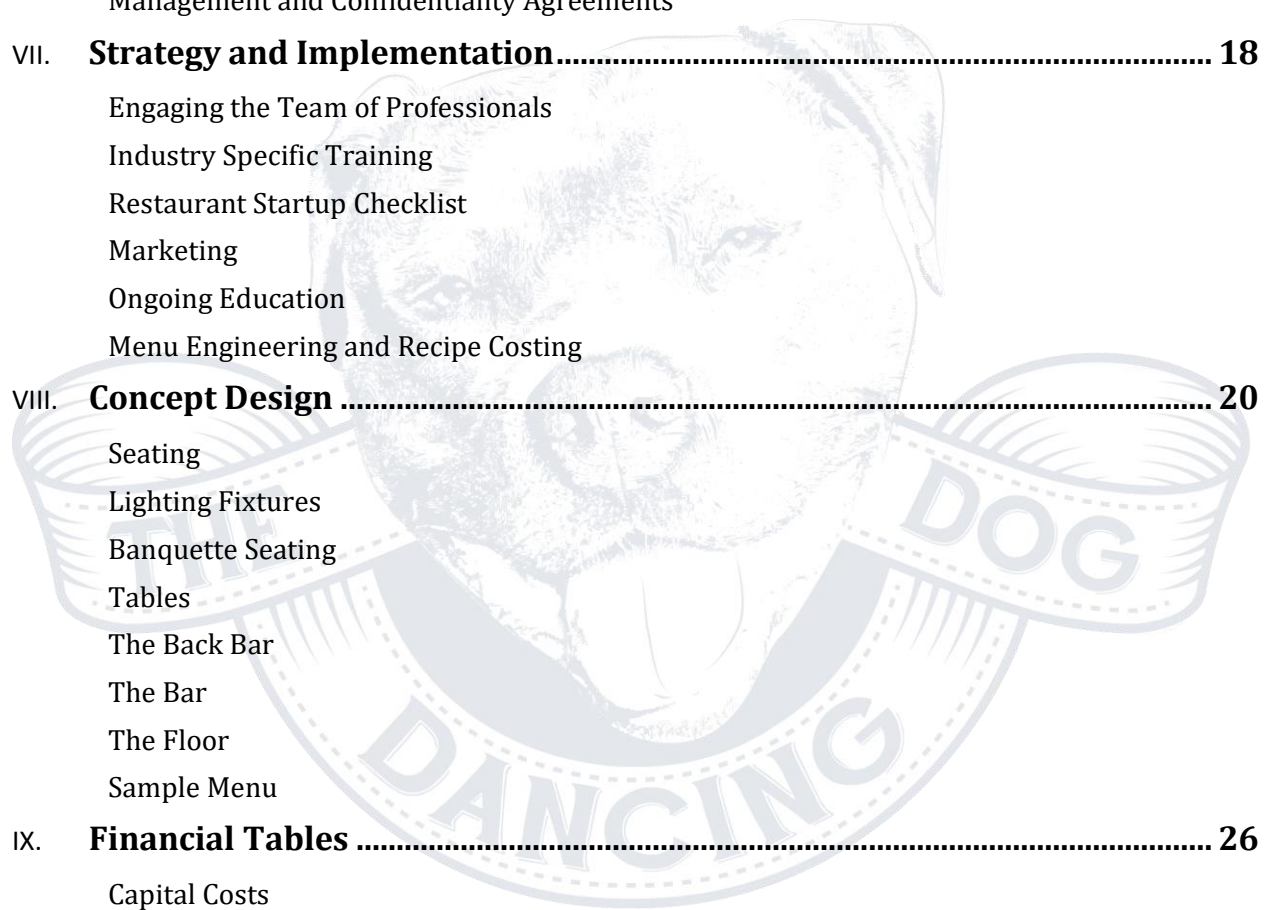
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Executive Summary

The Dancing Dog is a Seattle version of the American Craft movement in drinking establishments. As a venue, it will highlight craft beers and ciders along with Northwest glassed wines and locally made craft liquors along with a few premium favorites. There will also be offerings of house made infused waters, specialty hot/cold teas and mulled wines (hot or cold red wines with mulling spices and raisins). It will be located in a demographic area which serves as home to the upwardly mobile, young professionals, singles and families, and will have a community hang-out look and feel.

The Dancing Dog will have a rotating lineup of specialty beers and ciders along with a wide selection of bottled and canned beers for the craft beer enthusiast. Locally produced whiskies, gins, and other spirits will be paired with the beers. A rotating selection of cocktails made from fresh ingredients, aged together to create a new type of taste will also be served off tap.

The Dog will also offer light gourmet food selections selected to pair with the drinks such as marinated olives, locally smoked fish, house-made spiced nuts, fresh made crostini with a variety of spreads & tapenades, charcuterie platters with local cheeses, regional and seasonal specialties, designed to be visually interesting as well as palate-pleasing. There will not be a traditional kitchen with a hood, grill, or fryers, nor heavy cooking, but rather food that is assembled fresh each day in small batches.

Reflecting the eclectic and sophisticated decorating taste of its owners, the Dancing Dog will provide comfortable chairs at small tables, several seating areas and an elegant bar. The owners will serve as host and hostess, bringing their engaging and welcoming personalities to help create a fun, relaxing and light-hearted environment, catering to regulars and new-comers alike. Special events will add a flair reflective of the energy of the owners.

Brand Pillars

The Beverages:

Craft beers and hand crafted drinks.

The Food:

Sophisticated, seasonal, simple and fresh.

Operational Excellence:

Ensure that the store is operating a consistently high standard during every shift, every day.

Sustainable and Profitable Growth

Better operations and execution allows for higher sales and profitability.

People Power:

Creating the best and strongest team possible. Being profitable allows one to hire better people.

The Atmosphere/Look & Feel:

Casual, inviting, modern design. "A comfortable living room" with no pretensions. It's a place for guests to hang out, enjoy and sample a variety of offerings. This will be a good neighborhood hangout for both men and women. A unique community hang-out with high quality design, product and service.



Description of Business

The Dancing Dog will focus on bringing pairings of food and drink which create a complimentary experience for its guests. Craft beers and artisanal whiskies will be imaginatively paired for a high quality "boilermaker". Paired with small offerings of sweets, breads, meats, or other foods, the combination of flavors will enhance both the eating and drinking experience. This is a neighborhood drinking establishment reminiscent of the Italian b cari - a gathering place for friends and neighbors which has light food offerings, good wine, great beer, and excellent whiskey in a modern, fresh setting.

Company Ownership/Legal Entity

The Dancing Dog is a dba of Cherry Picking Enterprises, LLC. It will be a privately funded company owned and operated by Andrea and David.

Location

The end of the Admiral Junction is a quiet part of the West Seattle peninsula. The XXXX California location is an ideal space for a fresh type of drinking establishment in the Admiral district, away from the "dive bars" and raucous pubs of the Admiral Junction. While the Admiral Junction already has a large number of restaurants and taverns, it doesn't host a drinking establishment which focuses on premium beers and liquors. The primary craft beer presences in West Seattle are to the south, one mile away in the Alaska Junction and two miles away in the Morgan Junction. This would make The Dancing Dog unique within its radius. People living in the neighborhoods around North Admiral have to travel by car to get to the nearest space which will offer them a relaxed setting to sit back on a Sunday afternoon and drink a premium beer, or to finish off their Saturday night with an exclusive whiskey back. This uniqueness to the area will help the concept maximize its top line sales.

Interior

The interior of the space will be based upon the modern industrial aesthetic which has as its focus space, form, texture, and light. It will be an unpretentious space with high-craft finishes and comfortable seating arranged to enhance conversation and a social atmosphere.

Products and Services

The Dancing Dog will focus on seasonally available tap beers, ciders but will also offer a selection of bottled or canned craft beers to enlarge the selection. Locally produced whiskies, vodkas, gin as well as liqueurs and Northwest glassed wines from some of Washington's finest artisanal wineries will be available. Specialty cocktails will also be on tap. Other seasonal offerings such as summer Sangrias, or winter mulled wines will keep the offerings fresh. Simple cocktails will be available which include a focus on lower calorie counts, fresh organic ingredients, and alternative sweeteners. Small plates will be created which complement the offerings.

Suppliers

Besides the current liquor distributors, The Dancing Dog is creating relationships with small breweries and distilleries which do not have a distributor to bring to its clientele a selection of locally manufactured options. Market fresh items will be sourced from local green grocers, butchers, bakeries and fish suppliers.

Service

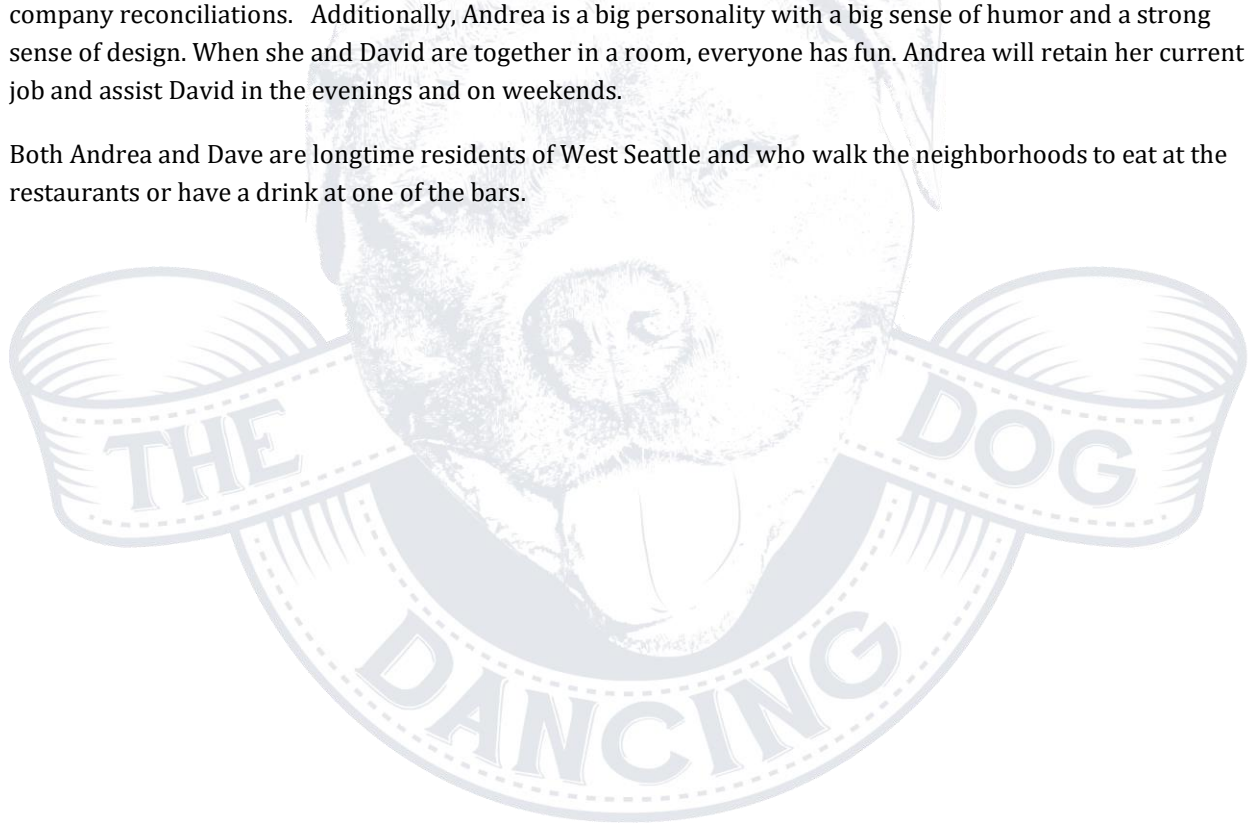
The Dancing Dog is not a "typical bar," but a drinking establishment which has as its focus to deliver the best products produced within the craft.

Management

David Forbus has had over twenty years of experience in management from small to mid-sized firms. Ranging from General Manager to Customer Service Engineer his experience covers all aspects of general operations, finance and logistics management, inventory management including cost analysis and source comparisons, and has managed teams of up to 45. He also has a background in retail, No stranger to the restaurant and bar arena, he has hands on experience in bar operations. Additionally, David is a gourmet cook and drink maker. David is an Army Veteran. He will be full time at the Dancing Dog.

Andrea Brice is a technical engineer and number cruncher extraordinaire. She is currently one of AT&T's Principal Engineers, an expert level technical professional who contributes concepts with global reach and industry applications. Her skill set in data analysis, forecasting and performance metrics will allow her to monitor costs, budget, and financial projections, with a keen eye toward profitability. In her work, she has prepared all regulatory filings for State Department of Revenue; overseen and reviewed all regulatory payroll filings; supervised general accounting functions; trained accounting personnel; performed and reviewed company reconciliations. Additionally, Andrea is a big personality with a big sense of humor and a strong sense of design. When she and David are together in a room, everyone has fun. Andrea will retain her current job and assist David in the evenings and on weekends.

Both Andrea and Dave are longtime residents of West Seattle and who walk the neighborhoods to eat at the restaurants or have a drink at one of the bars.



Financial Management

Start-Up Summary

The startup financial requirements for Dancing Dog are shown in the Financial Attachments. These figures are based on estimates of leasing a vanilla retail shell of 1700 square feet in Seattle, Washington. The cost to build out the project includes general construction, equipment, furniture, signage, point of sale system (POS), office set up, design fees and sales tax would be \$142,000. Additionally, there would be soft costs to include inventories, training, marketing, professional fees, licenses, etc. for \$47,000. The operating cash on hand would be \$25,000. The total cost to include sales tax, design fees, inventories, training, marketing, professional fees, contingencies, sales tax and operating cash on hand is \$232,000. The funding would be via equity cash from the management team plus credit. With the condition of the building, construction costs are reduced to decorating costs and the debt ratio is projected to remain below 5% of sales (*Refer to Exhibit of [5 Year P&L](#)*). They are fully capitalized in excess of \$.

Sales Forecast

We took a look at other “similar” type places, talked to beer and wine distributors and consultants and developed the [5 Year P&L](#).

Aside from discussions and research it is important to understand how the sales are generated. We used a customer count based on the area we are to be located and then looked at guest check average per day. We know that an \$11.16 check per ticket is reasonable. In studying the market for locations such as Beer Junction or Beveridge Place in West Seattle, neither of which serve food, we feel we can meet the demand of selling 15-32 drinks per hour, some with food, for the busiest periods of the week. Our highest table turn day is projected to be Saturdays. We feel that these are conservative numbers, with room for growth as they exclude a potentially lucrative weekend brunch offering. However, we chose to remain on the conservative side until we have sufficient actual data to be able to project the growth rates and accommodate the variances of cash flow because of seasonality and events.

Profitability Forecast

Prior to servicing some debt and any distributions to stakeholders we can generate profitability in the mid-teens. We feel we should meet our profit projections within the first year with the operational systems and marketing plans in place. *Refer to Exhibit of [5 Year P&L](#)*

Cash Flow

One of the issues in most startups as well as people in the food & beverage business is “cash flow”. It is most important to have enough capital to finish the project in its entirety and to have “cash in the bank” to sustain the business for a number of months if sales projections could be overstated which we don’t believe they are. To that end, there is a Working Capital budget of \$25,000 which has been added to the Capital Budget. *REFER TO EXHIBIT OF [Capital Costs](#)*. This does not exhaust the working capital available to the management team.

Capital Cost

We took a look at the cost to do this business versus a restaurant. It is ½ the cost per square foot to build out the bar without a kitchen with a Class 1 hood. We feel with general construction, equipment, furniture, signage, point of sale, sales tax and design fees the cost is less than \$145,000. A 10% contingency factor is also included.

The soft costs for inventories, training, professional fees, marketing, etc. is under \$50,000. The operating cash in the bank upon opening is \$25,000 which because of the operating expenses feels comfortable. *REFER TO EXHIBIT OF [Capital Costs](#)*

Funding

The total project cost is \$232,000. The funding would be as follows:

- Equity Cash from Andrea/David.....\$
- Financing.....\$

We do not see any additional Tenant Improvements required from the landlord with the improvements already completed. *Refer to Exhibit [Project Sources & Uses](#)*

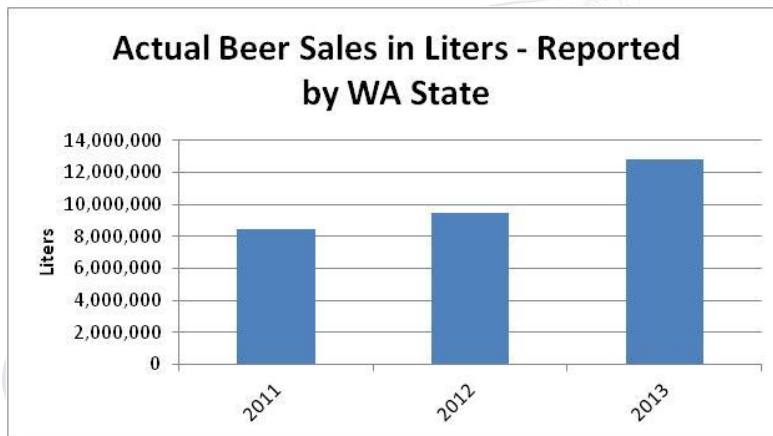


Market Analysis

Washington's Craft Beer, Wine and Spirits Markets

The craft brewing industry in the United States has grown significantly in recent years. There are 2400+ craft breweries today and this is growing annually at the rate of 16%. (Brewer's Association, Craft Brewing Facts, <http://brewersassociation.org/pages/business-tools/craft-brewing-statistics/facts> dated Dec. 15, 2013). The sales of these types of beers have grown from \$5.74 Billion in 2007 to \$10.20 billion in 2012. It appears that this industry is somewhat recession proof both in terms of number of breweries and sales dollars with an annual growth rate in the low double digits. As a comparison, non-craft breweries experienced NO growth during the same time period. We did talk to the local Anheuser Busch sales manager and this is fact.

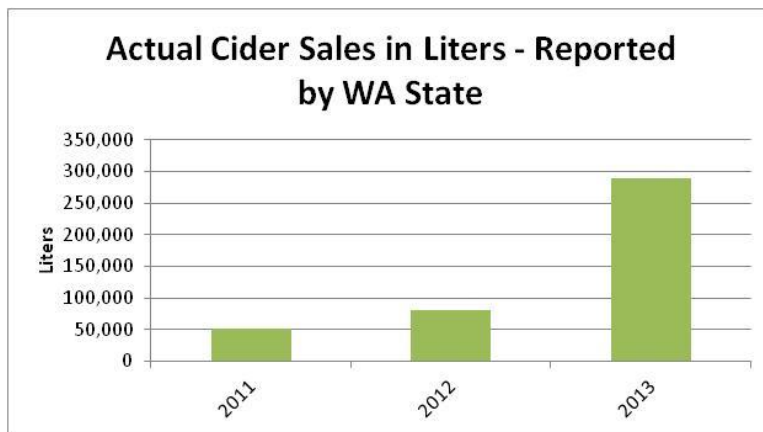
Washington State has more craft breweries than any state except for Colorado numbering 136. King County has nearly 40% of this output \$616 million of the total output in the state.



From the [Report of Quantity Beer Sold to Importers and Distributors within the State of Washington](#)

Washington ciders, wines, and distilled spirits finish out the suite of offerings for the drinking establishment industry. Washington wheat and grapes supply vodka, gin, and whiskey. This makes it a natural for the "buy local", or "farm to table" branding efforts.

While cider is still a fraction of beer sales (it is only 0.3 percent of beer), it grew 150% between 2012 and 2013 in Washington State. Nielsen reports the sector "poised for great growth" as it captures "the young millennial, a consumer group that has traditionally been a core consumer in the Beer category, but in past years has been consuming more spirits." It keeps the demographic group "engaged" in the Beer category and are a gluten-free offering.



From the [Report of Quantity Beer Sold to Importers and Distributors within the State of Washington](#)

The pioneering trend continues in the American Craft movement with the spirits business. As craft distilleries open throughout the King County area, according to The Spirits Business there is "unprecedented growth" predicted in the "premiumisation" of spirits, especially whiskies and scotches. The Spokesman-Review states that Washington leads the nation for liquor made in small distillers, taking almost a fifth of the 450 licensed distilleries in the U.S.

The Local Market

The craft brewing industry has grown significantly in recent years. The number of craft breweries has increased some 20%, from 1970 in 2011 to 2360 in 2013. Washington state ranks Number 2 in the country with 136 craft breweries. A large portion of that growth is due to the increased output within King County alone.

The Generation X and Millennial populations make up nearly 57% of the male craft beer consumer population, bringing the Craft Beer Lounge concept to a sophistication above the bars of previous generations. Additionally, the craft beer market has created a consumer market that is as likely to order a specialty beer as often as a fine wine. There has also been a significant increase in the demand for gourmet and light meals, often as a replacement, or a predecessor to a heavier dinner out.

Thus, there is an opportunity for Dancing Dog to capture this audience.

The addition of other beverages to include the house made infused waters, summertime Sangrias, local craft liquors as well as a drink menu based upon fresh produce and calorie counts - a "skinny" menu of drinks with house made mixers, winter time hot toddy's, etc. will appeal to the other 50% of the population which are female. While we know beer is on a significant growth curve and that the Seattle area is famous for their breweries and beer consumption we believe that this is only 50% of the population (males) so we have elected to broaden the offerings to give us higher sales/profits.

Service Business Analysis

With the recent growth explosion of the craft beer industry in Washington/King County, many business owners have capitalized by expanding their offerings and having "better/more expensive" offerings. We see this segment of the beverage industry in growth mode. We see it in West Seattle, Pike/Pine corridor, Greenwood/Wallingford, Ballard, Belltown, Pioneer Square, Georgetown, etc. It is a growth segment of the beverage industry and it is a strong trend boding well for the future.

Competition

The Dancing Dog would be outstanding in this location as it would be a unique offering. A number of factors are being looked at in choosing a location including Walk Scores, neighborhood demographics, nearby restaurants, cafes, and bars specifically around the Dancing Dog. Nearby restaurants would be considered an asset rather than competition. This is because The Dog offers people an appetizer "nibble" if they want to have one, while they meet with friends, wait for their reservation or seating to become available, or end the night with something sweet. It's a place to hang out on the weekend with friends without having to buy food.

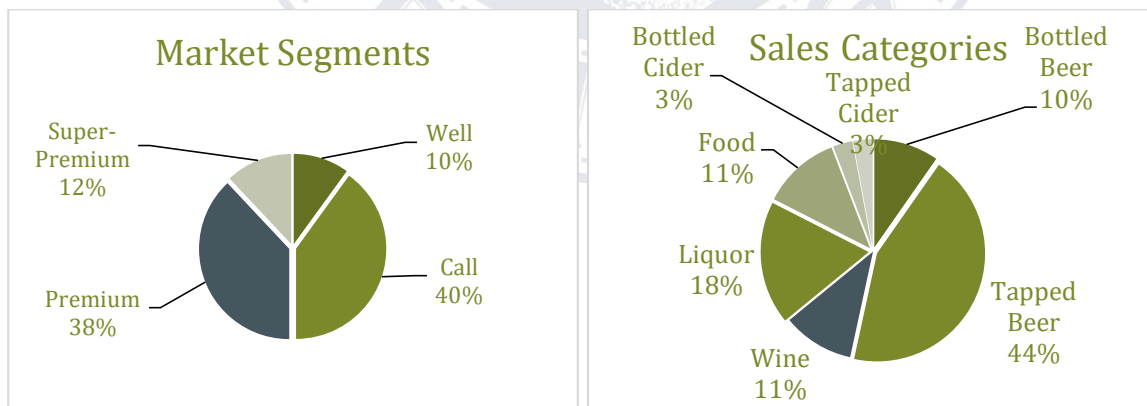
The number of restaurants makes The Dancing Dog an outstanding proposition for this area already overcrowded with restaurants. There are 16 within the two block cross-street area of the Admiral Junction, some of which have strong reputations like The Copper Coin, or Angelina's Trattoria, The Admiral Pub, Circa, and Pagliacci Pizza. This increases the competitive requirement of "yet another" restaurant for the area, whereas for a bar or lounge there are only five and none of them have the ambience or the offerings of The Dog. Three of the biggest ones are "pubs" or "dive" bars. Of the other two, The Cask focuses on wine without the paired liquors and The Treehouse Lounge is quite small and doesn't have the focus on the craft beers. None of them compete with the concept of The Dancing Dog.

One of the biggest drawbacks to the Admiral Junction is lack of parking. There's plenty of room around the 2141 location. And while the walk-by traffic at 2141 is not as dense as closer to the junction, with proper signage and marketing, it would draw people to park in the uncrowded area in front of The Dog.

The Dancing Dog is designed for friends to meet with their friends while they stroll on to one of the wonderful restaurants in the area. They park their car in The Dancing Dog area, have a drink, and walk the block to their next engagement be it the theatre, dinner, or music.

Pricing

A product line pricing structure will be based upon the distribution of costs across four categories of liquor pricing. The Dancing Dog will offer products within the "Well", "Call", "Premium" and "Super Premium" classifications with Premium & Super Premium being 50% of the product offerings. The Call basis will be another 40% with the Well level expected to represent only 10% of the sales.. Local craft and artisanal offerings have been identified for the major classes of the beer, cider, wine, and liquor.



Target Market Areas

The 2000 and 2010 Census demographic data we are using to target The Dancing Dog's demographic is published by a company called Esri. They have classified the 2000 and 2010 demographic data and updates

of the US residential neighborhoods into "67 unique segments" based upon demographic and socioeconomic characteristics. The Dancing Dog is using the [Esri Tapestry LifeMode Summary Groups](#) to identify the Target Areas best suited for this venture by identifying the people who will find The Dancing Dog most interesting. They will be those Segment Groups which belong to the Urbanization Summary Group U1 and the LifeModeSummary Group L2 or L4. These groups are characterized by people who travel extensively, especially abroad, and to seek out new food or drink experiences. They want to learn new things to "keep life fresh and variable." They are professionals who live a "sophisticated lifestyle," avid readers who also read a variety of newspapers and magazines, who love listening to fresh music, and seldom watch TV. They buy natural, green, and environmentally friendly products and eat organic foods. They are well educated consumers who research their products. They are tech savvy and attached to their PCs and Smartphones.

They live in residential areas with single-family homes in suburban neighborhoods with easy access to the city. They prefer city life, looking for the best that city life has to offer in a small city like Seattle. They look for breaks in constant connectivity, actually engaging in activities such as painting, drawing, landscaping, and remodeling. They primarily belong to Segment groups identified as the "Urban Chic," "Trend Setters," "Laptops and Lattes" / "Emerald City," or the "Metro Renters." (esri.com/tapestry).

The Dancing Dog is targeting these sectors with their embrace of the "foodie" culture, adventurous eating, and epicurean expectations in their drink. These well-educated consumers expect an ambience to match. This, too, will set The Dancing Dog apart. It is neither formal, nor dark and dingy. While there are plenty of dining places available in the Admiral Junction area, there are no drinking establishments which are "light", "fresh", beer-focused, and neighborhood friendly. The Dog would be a unique offering to the neighborhood.

Market Characteristic	Preference
Walkability Score	80 or greater
Liveability Score	85 or greater
% of Population w/ Income > 75K	30%
Median Household income	\$80,000+
Per capita income	\$35,000+
Median Age	35-45
Primary diner trait	<i>Embrace the "foodie" culture, enjoy cooking adventurous meals using local and organic foods.</i>
Occupations	Professional, management, and sales positions in the scientific, technical services, educational services and health care industry sectors.

Local Demographics and Analysis

The Esri Tapestry profile of the Admiral Junction area is described in the [Esri Tapestry](#) as:

Population Density	8,162	The Esri Tapestry Segments of "Emerald City", "Trend Setters", and "Urban Chic" hit three of the five target audiences for The Dancing Dog. With their travelled histories, leisure time spent outside the home, "drinking imported wine", conscious eating habits, and tech - savvy lifestyles, The Dog would be a place they'd find attractive.
Age	43.6	
Income (K)	81	
Household Type	Married Couples	
Housing	Single Family	
Top Tapestry Segments		
<i>Urban Chic</i>	48%	
<i>Emerald City</i>	22%	
<i>Trend Setters</i>	14%	

The standard demographic information shows an older population than the Esri updates, but this audience expects their amenities. It ranks high for spending on Entertainment with half their population within The Dog's target. It's Walkability Score is one of Seattle's better ones, so while the foot traffic directly in front of 2141 is not as dense as closer to the junction, the area still has people walking around, to and from the neighborhoods. The Liveability score is dragged down by the Cost of Living.

2141 California Ave SW

Seattle WA 98116

31 addresses compared

Average Income Rank	3
Income Rank - per Capita	5
% of Population w/ Income > 75K	40%
Median Household Income	\$62,951
Rank Population	28
Median Age	50.2
% of Population > 25, < 60	49%
Vacant Housing Units	3%
Entertainment Rank	2

Walkability Score	86
Transit Score	43
Bike Score	69
Liveability	81
Amenities	A+
Cost of Living	F
Crime	A
Education	B
Employment	B+
Housing	A+
Median Household Income	78,049

Marketing

Competitive Edge (Unique Selling Proposition)

The Dog will have a competitive edge over the competition due to the large number of specialty beers on tap, growler-filling abilities and bottle sales for onsite consumption or to go. In addition, specialty craft liquors, wines and waters will be available. It features other interesting liquor drinks as well and has a drink menu planned to appeal to women. It does have a food menu, but it is more about snacking and grazing rather than dining.

The Dancing Dog will read as a “comfortable living room” with no pretensions; a place for guests to hang out, enjoy and sample a variety of offerings. This will be a good neighborhood hangout for both men and women. Bars and beer bars generally appeal to males and very little to females. The Dancing Dog is quite a unique to find in a “bar” or a “beer bar” because of these “add-on” products.

Tactics

With a target audience that uses social media sites more than any other demographic, The Dog will aggressively advertise through social media outlets, mobile web sites and search engine optimization. According to Pew Research a larger percentage of Millennials say that it is convenient to have a Smartphone or tablet to research or purchase a product on the go. Thus, it is imperative that this audience is targeted by creating engaging social media outlets as well as a sleek and simplistic web site that includes an easily accessible menu(s).

Additionally, focus on the neighborhood is key to building a loyal customer base. Special promotions, neighborhood engagement, flyers, cross-promotions with other businesses and community groups will be employed. It will also register and participate in Seattle Beer Week and sponsor events with the Seattle Beer Festival.

Customers will be encouraged to give us good reviews on Yelp and other sites.

Targeted media for advertising would be focused towards select specialty on-line communities and narrowly focused periodicals as well as neighborhood advertising. Examples of target advertising streams would be “The West Seattle Blog” and “The West Seattle Herald” because of their focus on neighborhoods, with Beer Advocate, CraftBeer.com, Seattle Beer News, or winesquire.com as examples of constituent and industry focused advertising.

Social Media

The Dog will be actively involved in social media as a way to spread the word about new beers, rotating taps and upcoming events.

Its website, The-Dancing-Dog.com will be used as a portal to direct visitors to the various content sources, such as Facebook, Twitter, Instagram, the Dancing Dog blog, etc. It will use Facebook as well as other forms of social media to engage visitors in information about craft beers and the craft brewing industry as well as distilling. Ownership will be involved in discussions and provide comments to facilitate further conversations.

Most Facebook users spend their time in the News Feed, thus being interactive with our fans will be critical. Facebook users are also biased toward rich media over plain text updates. The Dog will routinely post photos of new beer arrivals with commentary on our FB page as well as Instagram to further entice the customers

and the marketplace. Updates to the tapas / bar menu will be posted on FB, the website and the blog as well as limited time drink and appetizer offerings.

Twitter will be used as a means to connect with customers one-on-one. The intimacy of Twitter allows customers to feel more emotionally involved with The Dancing Dog. Twitter also offers the unique feature of hashtags. Using hashtags will be used primarily for beer tastings but also for the craft liquor and wine tastings as well.

The Dog will register with The Beer Mapping Project to ensure that the tap offerings are available to the beer community.

Pinterest will be used to broadcast as well as collect drink recipes. The board Eerbay grew to over 4,000 followers in its first 60 days.

Because many of the beers are only available for short periods of time, or from new breweries, an app will be created to help users select what their beer of choice will be. This will be based upon the idea of "I'd like to have a Beer Brand X, what would be comparable in flavor profile & price?"

Events and Promotions

The Dancing Dog will host weekly/daily beer tastings as well as liquor and wine tastings to promote its offerings and to attract new customers. Things like offering ½ priced growlers on Tuesdays in an effort to enhance growler sales would be typical to what one might see in the events and promotion's category. Other ideas might include the Rude T-Shirt Contest, bring your own music night Charitable Fundraisers, Poetry Reading and Musical events, Writing Groups, Art Night on the first Thursday of the month, etc.

In addition, the Dog will sponsor events during Seattle Beer Week and at the Seattle Beerfest.

There will be a "Hound Dog" program - a card which will be front loaded with a regular guest's "tab". While discounts will be offered, the primary importance of this card is that if the guest forgets to close their tab at the end of the evening, there's no "loss" of a credit card or a driver's license. The tab will be closed out at the end of the evening without any additional fees added with an email reminder sent to the guest to let them know where their card is and what the total was.

Management Systems & Controls

POS System (Point of Sale)

A good system is one that adequately reports sales and has as a time & attendance system. The system of choice is the newer pad system developed by Revel Systems. They are the most robust pad system today.

Labor Scheduler

We would use a cloud based scheduler that matches the hours and dollars to the forecasted sales for each week. The labor would be matched up daily to the sales ensuring we are meeting the scheduled labor to the sales. Staff members would check via their phone or by computer to see what their schedule is.

Operations Checklists

Opening and Closing duties are reflected in these checklists. Management would implement and verify the results on a shift by shift basis.

Safety reviews

Quarterly safety reviews are performed by ownership and management to ensure that employees and guests are not exposed to dangerous or harmful conditions or actions.

Liquor Control Systems

Liquor control and portion control are key operational systems which must be in place in order to protect the profit margins. An Alcohol Management Program has been targeted to protect against inventory loss due to poor pouring techniques, theft, or even aging beer.

Liability Reviews

Quarterly assessments will be performed by the management and the consultants to evaluate the liability exposure of the restaurant. Coordination on an annual basis with the insurance carrier will be done as well. Alcohol awareness, employee relations and guest treatment will be scrutinized on a regular basis.

Recipe File

At the opening recipes will be in place and used to train the kitchen staff by the kitchen manager and Consultants. Costs will be attached to the recipes so we will know going into the start of operations where the food cost will "ideally" land.

Here is an example of the recipe file for three of The Dancing Dog menu items

Recipe List #	Units Made	Prep	Recipe	Ingredient List	Quantity	unit	Oven (step her for pre-h	Steps	Bake Time	Serve Hot / (Leftover Usage	Keeps	Storage
1	60	advance	Crostini	baguette (day old or stale)	10	oz	350	1) Cut into 15-20 min			1d	dry
				olive oil	0.75	c		2) brush both sides with oil, season with salt & pepp			3 months	dry
				coarse salt							1 yr	dry
				pepper, ground							1 yr	dry
3	6	advance	Sriracha Deviled Eggs	eggs	6	ea	no	1.Place eggs in a nonreactive saucepan and cover with cold water.				
				Best Foods Mayo	0.25	c		2.Bring water to a rolling boil, then reduce heat and simmer ten minutes.				
				sriracha sauce	2	Tblsp		3.Drain hot water from eggs and cool in cold water.				
				Dijon mustard	1	tsp		4.Peel eggs and halve; remove yolks to a small mixing bowl and mash with a fork.				
				salt	2	tsp		5.<Stir in mayonnaise, sriracha sauce, mustard, and salt and pepper until smooth.				
				pepper, ground	3	tsp		6.Place mixture in a piping bag fitted with a large star tip.				
				jalapeno - red	1	ea		7.Pipe filling into eggs, then garnish with a sprinkle of paprika and slice of red jalapeno if desired.				
13			roasted cauliflower w/cauliflower head, cut into fl	cauliflower head, cut into fl	1	large ea		400 Place florets, sage leaves, pine nuts in a large bowl				
				sage leaves	1/4	c		Whisk oil & honey together				
				pine nuts	1/5	c		Stir in minced garlic & salt				
				EVOO	3	Tblsp		pour over cauliflower and toss				
				honey	4	Tblsp		bake 30-35 minutes, stirring once about 20 min in.				
				garlic	2	cloves		serve immediately				
				salt	.5	tsp						

Ordering

An on-line Ordering Guide would be used for food & beverage as well as supplies. We would order to a par stock that would be scribed within the ordering guides. Management would approve most all orders in the initial stages of the operations prior to any order being placed as a check and balance to mis-ordering.

Weekly Operating Statement (Prime Cost Report)

We chart the weekly sales by category, purchases by category and all hourly labor and produce a report showing the results 1-2 days after the close of each week. This allows ownership and management to view not only their sales but the “prime costs” as well. These prime costs generally account for 60% of all of the costs so it is vital to the operation to know where these are all of the time. Some people subscribe to the idea of taking a weekly inventory but we have found over the years that this system is not an accurate barometer of costs because a small mistake can result in inaccurate info. We also tabulate the month-to-date results which is very accurate and generally within 1-2 points of the month end results.

Monthly Operating Statement

This is produced 7-10 days after the close of business of month’s end. The first edition is what we call a preliminary statement for management and ownership review and a final statement is produced by mid-month. The format we will use is similar to the Sales & Expense Proforma but in greater detail.

Cash Audits

Cash can mysteriously move around. We are to have several safeguards to prevent this movement:

Daily Sales Cash is compared to the daily sales off of the POS and must balance. The POS systems mentioned earlier assist in this control system. These numbers are then reconciled to the bank statement on a monthly basis to ensure all of the money was deposited. The in-store managers would do the morning sales to cash balancing and reconciliation.

Void Control-all voids on the POS system would be authorized by in-store management in the beginning of operations and then as time went on key management would have the authority to approve them.

The back office safe would have about \$1500 in cash within for change to cash paying customers. This is balanced on a twice a day basis.

Video Surveillance

A system will be installed within pos system area and back door as well. We have found that this system is a definite deterrent to employee theft, and enhances safety of staff and customers.

Mystery Shoppers

The restaurant will engage the services of a secret shopper on a regular basis to measure quality, service, cleanliness, etc. We have generally used random people who go to restaurants to go to the restaurant and fill out a form to give back to ownership to better see things from a guest perspective.

Management and Confidentiality Agreements

The Dancing Dog will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners will protect our recipes, operating systems, policies and procedures. Having a confidentiality agreement in place is essential to protect the company’s trade secrets, and show our employees that we take our business seriously.

Strategy and Implementation

Engaging the Team of Professionals

"To work with others in a cooperative manner to achieve a common goal" is one of the key ideas behind forming The Dancing Dog. While they bring their business experience to this venture, the Brice-Forbus management team cannot be "All Things" and to that end have engaged a team of seasoned professionals to support the start-up, launch and on-going operations of The Dog. This includes agreements with real estate brokers, as well as restaurant consultants, accountants and bookkeepers, business consultants, graphic designers, restaurant designers as well as beer - industry specialists. This team of energetic and experienced professionals have been engaged to advise the Brice-Forbus management team for the launch and life of The Dancing Dog.

Industry Specific Training

Management has already completed the basic certifications required to operate and sell both food and alcoholic beverages in the state of Washington. Beyond that, industry specific technical training has been identified and will be taken to ensure The Dog keeps to the highest standards based upon the most recent technology and systems in the dispensing of draft beer. This is to ensure the highest quality of fresh beer is available to The Dog's customers.

Restaurant Startup Checklist

A running check-off list of a 12 month countdown covering 15 categories of activities is being tracked. This is a 320 item list includes everything from Concept creation through Design and Construction to Smallwares and Marketing. The check off list is broken down into a schedule of expected completion on a month-by-month basis and pre-dates a lease signing. They will be managing the Restaurant Opening process using a 90-day preopening planning schedule as well as already planning for the first six months of typical startup challenges.

This means that the management team is already completing tasks related to opening The Dancing Dog.

Marketing

Marketing efforts and professionals have also been engaged even though there is no physical space for The Dog as of this writing. This is to work on developing the "presence" of The Dancing Dog for when a suitable location and the space is identified and built-out. Already there are blog entries, Twitter feeds, a Facebook page, and Pinterest boards built. This is to begin the slow process of developing the social media following.

Ongoing Education

In the interest of expanding their operational competence, the management team of Brice-Forbus participates in training programs with focus on Restaurant & Bar Management. They are focused on developing the fundamental business skills and tools for the Food and Beverage Industry. In order to organize for consistency and predictability, they are actively participating in ongoing management training seminars, and customizing professionally created tools to develop and operationalize profitable systems and efficient procedures in their drive for consistency and predictability of an experience at The Dancing Dog.

Menu Engineering and Recipe Costing

The Dog is focused on developing the merchandising and profitability tools to support a strong menu and kitchen. Even though the food will not require hoods, fryers, and other pieces of large capital investment equipment, it is still expected to be profit- and image-making. To this end, Menu Engineering and Menu

Management are being focused on, including the market research to source out local relationships in meats, cheeses, nuts, fish, vegetables, breads, and other essential ingredients. This will allow The Dancing Dog to design its kitchen and its image, as well as the operational systems, to deliver consistent quality and profit.



Concept Design

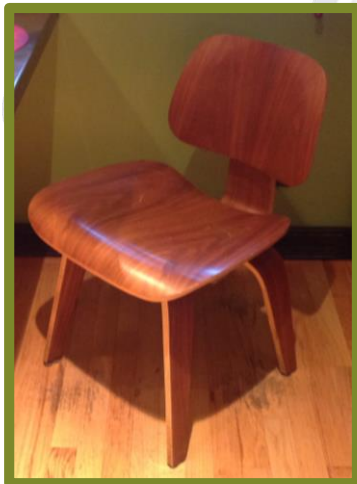
Several Pinterest boards have been created to capture ideas to support the concept of The Dancing Dog. For specific items of furniture or fixtures, the board "Dancing Furniture n Fix" was made while the board, "The Dancing Dog" represents concepts which have a similar sensibility as The Dog.

The board, "Design Around This" was created based upon the acquisition of a group of Eames Molded Plywood Chairs (as seen below).

Sue Genty, IIDA of Sue Genty Interior Design, Inc. has been engaged to work with The Dancing Dog beginning from the diligence process through budgeting and controlling the build-out. Design ideas will not be finalized until a location is committed to, however the focus of the aesthetic will be on clean lines, logistics, and budget. Reused materials such as woods, chairs, flooring and other finishes will be explored to add the depth of "time" to the space. Original artwork, both architectural and fine will be employed in the space. Hand-crafted items, such as the banquettes and the bar, are expected to be commissioned for the space because of the hewn aesthetic.

Seating

The inspiration piece for The Dancing Dog was designated as "The Best Design of the 20th Century" by Time magazine - the Eames Molded Plywood chair. A "quintessential classic", this chair "cradles you in a comfortable position while rubber shock mounts buffer against jarring movement".



Lighting Fixtures

Lighting fixtures are expected to be part of the modern rustic industrial look.



This picture is inspirational only.

Banquette Seating

Banquette seating is expected to be clean-lined and "simple" in keeping with a fresh atmosphere which is also easy to clean. They are meant to compliment the Eames Molded Plywood chair. *These pictures are inspiration only.*



The "feel" is along the same lines as the classic Belgian Brasserie, *La Morte Subite*

Tables

Wood or zinc covered tops for a sense of age and a pleasure to touch. *These pictures are inspiration only.*



The Back Bar

Simple iron work using either piping or steel for supports with wood shelves. *These pictures are inspiration only*



The Bar

Is expected to be simple, yet made for the site. The craftsmanship should be palpable. It should read "comfort", "laid-back", "relaxed." *These pictures are inspiration only.*



The Floor

Flooring options will be explored upon site selection, but anything from painted concrete to vinyl tile can be worked with.

Sample Menu

These are some of the non-beer / non-cider offerings available off The Dancing Dog menu. The beers and cider will be fresh, seasonal and rotating featuring some of the area's award winning breweries like reuben's or Fremont Brewing Company. We have engaged a group of seasoned bartenders, and beer lovers to help us select some of the most surprising "This-For That" change-outs to "replace" the "expected" brand name pilsner or lager with an unexpected, or unknown beer.

For our ciders, we will remain focused on Washington fruits, but look to expand our customer's palettes into offerings such as mead, or pear.

Meat plates:

Prosciutto
fig jam
marinated chick peas
goat cheese
fresh baguette

smoked trout
candied walnuts
aged pecorino cheese
pickled pearl onions
nut rye bread

salmon
sliced radishes
sliced hard boiled eggs
fresh greens with violets or nasturtiums with cherry balsamic vinaigrette
rye cracker

Sandwiches:

grilled jalapeno, bacon, cheese
toasted black bean and avocado quesadilla
cranberry or pomegranate seeds, walnut, and chickpea or chicken salad
troll - caught tuna
lox, red onion, rocket, capers, tomato, cream cheese
pimento cheese

Sweets

brie and fig preserves on pound cake, grilled in rosemary butter
wrapped caramels
chocolate
guava paste, cream cheese on Ritz crackers
ginger gummies
candied walnuts

Liquor

Glenfiddich 12 Yr - Well
Aberlour 12 Yr (import) - Well
Balvenie 12 Yr Double Wood (import) - Call
Laphroaig Quarter Cask (import) - Premium
Glenmorangie Nectar D'or (import) - Premium
Oban 14 Yr (import) - Super Premium
Glenlivet 25 Yr (import) - Super Premium

Jack Daniels Master Distiller Series Jack Daniel - Call
Pendleton Canadian Whisky - Call
Black Heron Desert Lightning Aged Corn Whisky (Washington State)- Call
Templeton Rye Whiskey - Premium
Woodinville Micro barrel Bourbon (Seattle based) - Premium
2Bar Bourbon (Seattle based) - Super Premium

Tito's Handmade Vodka - Call
Absolut Citron - Call
Finlandia Grapefruit Vodka - Premium
Grey Goose Vodka - Premium
Project V Single Silo Chai Vodka (Seattle based) - Super Premium

Bombay Gin - Well
Dry Fly Washington Gin - Call
Hendricks Gin - Premium
Sun Liquor Hedge Trimmer Gin (Seattle based) - Premium
Sound Spirits Old Tom Gin (Seattle based) - Super Premium
Copperworks Distilling Company Gin (Seattle based) - Super Premium
Sun Liquor Gun Club Gin (Seattle based) - Super Premium

Black Heron Brandy - Well
Metaxa Seven Star-Greece - Well
Sound Spirits Aquavita (Seattle based) - Call
Boulard Calvados (import) - Premium
Clear Creek Pear Brandy (Oregon) - Premium
Soft Tail Grappa Giallo (Washington) - Premium
Blue Flame Grappa- Super Premium
Poli Chiara Di Moscato Grappa - Super Premium

Puerto Vallarta Blanco Tequila (import) - Call
Dos Manos Anejo Tequila (import) - Premium
Del Maguey Mezcal Tobala (import) - Super Premium

Cocktails on Tap

Manhattan
Margarita made with seasonal ingredients

More Bang for Your Kilocalorie Drink Menu (i.e., the "skinny" menu)

San Pellegrino, vodka, and fresh lime juice
Gin & diet tonic water
Cherry Cola: Diet Cola & cherry vodka

Mrs. Hendricks: 3 oz Hendricks Gin, mint, cucumber slices, Diet Cola
Tennessee Twist: 1.5 oz whiskey, 1 tsp honey, diet ginger ale, 1 lime wedge
Kickstart My Heart - 1.5 oz raspberry vodka, Diet Cola, lime wedge



Financial Tables

Capital Costs





